



Program Management Report

September 23, 2009

Smart Card. Smart Travel.



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I. Executive Summary

Highlights & Key Issues

- During the month of September TransLink® usage has increased significantly. Average weekday patronage is now running 37,000. The increase is due to the addition of Caltrain, BART growth (now 2,600 per weekday) and back to school activity on AC Transit.
- On September 11th the five transit agencies with active TransLink® installations appeared before MTC's Operations Committee to explain their fare media transition plans. As a follow-up, MTC staff will continue to work closely with each of these agencies to refine the plans and overcome identified constraints.
- MTC received change proposals for device memory upgrade, contactless device deployment and conversion to contactless only cards. These changes are all part of the assignment agreement.
- Installation of SamTrans on-board equipment is scheduled to begin in late September.
- VTA prototype installations are complete and documentation is now under review. Installations will begin in October.
- During the month of August, the Contractor fell below what will be beginning in September the service level standards in two customer service call performance areas. MTC will continue to closely monitor Contractor performance in these areas going forward.



New SamTrans Gillig Bus



2. System Operations



TransLink® Market Penetration

Table 1: Market Penetration Rates Based on Average Weekday TransLink Boardings as a Percentage of Total Average Weekday Boardings

	Average Weekday TransLink Boardings (August 2009)	Total Average Weekday Boardings	TransLink Market Penetration Rate Current Month (August 2009)	TransLink Market Penetration Rate Prior Month (July 2009)
AC Transit	14,040	236,000 ¹	5.95%	6.04% ²
BART	1,015	363,100 ³	0.28%	0%
Caltrain	65	36,600 ³	0.18%	0%
GG Ferry	3,750	5,300 ³	70.75%	70.75%
GG Transit	6,225	23,800 ³	26.16%	25.53%
SF Muni	6,775	652,100 ³	1.04%	0.94%

1. FY 2007-08 data posted on AC Transit website at <http://www2.actransit.org/aboutac/ridershipbusfleet.wu>. Ridership includes 60,000 school children and 12,000 Transbay commuters.
2. Staff adjusted the penetration rate for July 2009 for the September Program Management Report based on updated AC Transit boarding data.
3. Based on APTA Transit Ridership Report, First Quarter 2009



System Utilization

Measure	Last Month August 2009	Prior Month July 2009	Prior Year August 2008
Transaction Volume			
Average Number of Weekday Transactions	31,850	30,225	15,540
Fee-Generating Fare Payment Transactions	740,230	710,423	353,754
Fee-Generating Add Value Transactions	57,213	48,200	24,124
Unique Cards Used	41,275	37,760	18,857
Settled Transit Operator Revenue	\$2,054,294	\$1,904,239	\$970,652
Autoload Activity			
Percentage of Registered Cards with Autoload	56%	56%	N/A ¹
Autoload Transactions	18,918	17,064	8,805
Call Volume			
Customer Service Representative Calls	6,688	5,431	3,677
Help Desk Calls	194	177	97
Website Traffic			
Unique Visitors	33,676	22,765	11,755
Visits	44,576	29,372	15,872

1. MTC did not begin archiving comprehensive registered card data until January 2009.



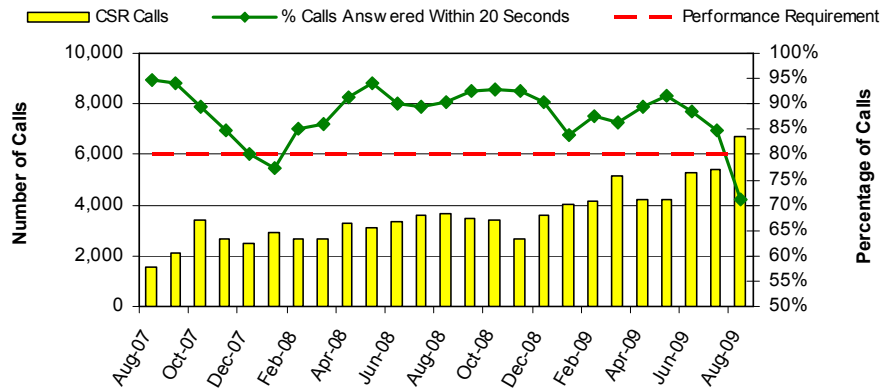
System Operations Key Performance Indicators

A. Customer Service Response Time Performance

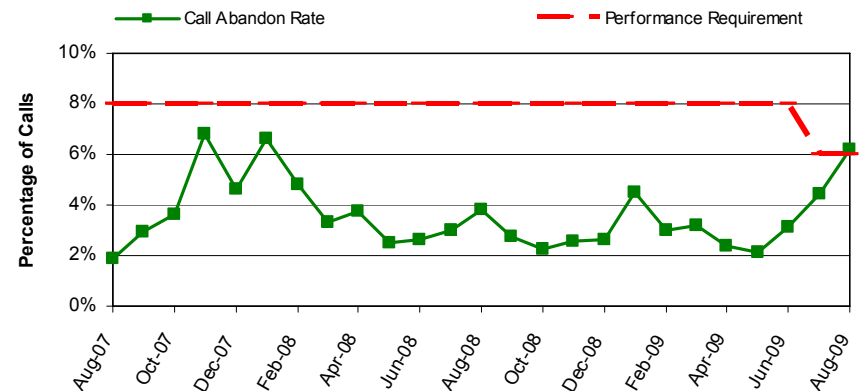
Measure	Requirement	August 2009	Prior Month July 2009	Prior Year August 2008
Percentage of Calls Answered within 20 seconds	Greater than 80%	71.13%	84.77%	90.26%
Percentage of Calls Abandoned	Less than 6% ¹	6.17%	4.45%	3.81%

- The TransLink Contractor is aware of the decline in call response time as the number of calls grew to 6,688 – a 23% increase in comparison to the previous month. The TransLink Customer Service Manager is evaluating call trends during August in order to identify peak calling periods and assign staff resources accordingly.

B. Customer Service Representative (CSR) Response Time in Relation to Call Volume



C. Percentage of Calls Abandoned in Customer Service Representative Phone Queue



1. The base performance level for the percentage of calls abandoned was reduced from 8% to 4-6% with the execution of the Conformed Contract between MTC and Cubic Transportation Systems on July 2, 2009.



System Operations Key Performance Indicators

B. System Availability Performance

Device	Goal	Status
AVM	99.73%	98.63% ¹
TOT	99.73%	99.50% ²
TDS	99.73%	100%
TCS	99.73%	100%
Data Store	99.73%	100%

C. Accuracy Performance – August 2009

Device	Goal	Status
AVM	99.73%	100%
TOT	99.73%	99.67% ³
CID1	99.73%	98.19% ⁴
CID2	99.73%	99.74%
CID3	99.73%	100%

1. AVM availability improved in August in comparison to July. During August, the TransLink Contractor addressed some minor hardware failures, including the replacement of two AVM card readers and adjustment of a Bill Note Acceptor mechanism. The TransLink Contractor also resolved a display driver error.
2. TOT performance was marginal in August. The TransLink Contractor replaced 4 Patron Interface Device components during this period in response to reports of card reader errors.
3. TOT accuracy was marginal during this period, although there have been no reports of systemic TOT issues. MTC will continue to monitor the situation and will escalate the issue with the Contractor if accuracy performance continues to decline.
4. The TransLink Contractor has identified a few minor issues with the CIDI audit registers, which are affecting the accuracy measurement. The Contractor is developing a new CIDI release to resolve these issues, but the Contractor plans to hold the release until after the completion of the CID memory upgrade.

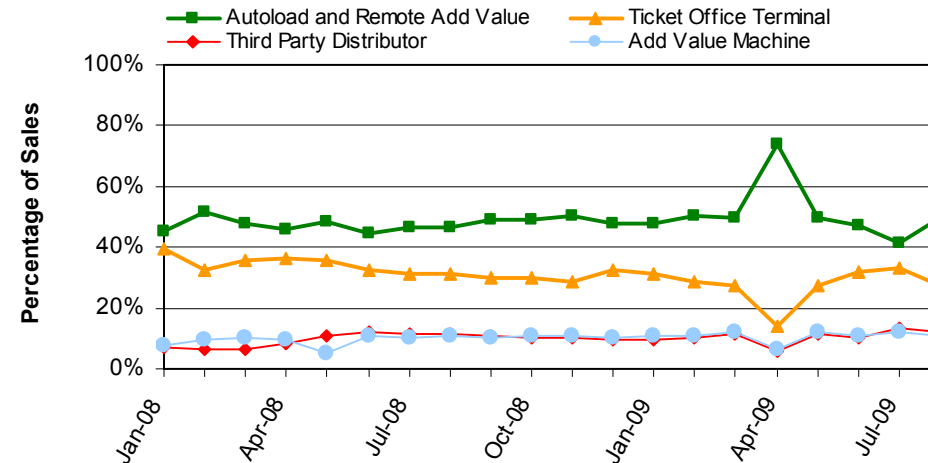


TransLink® Value Distribution

TransLink Sales Value by Distribution Channel – August 2009

Distribution Channel	Dollar Value
Autoload and Remote Add Value	\$1,150,250
Ticket Office Terminal	\$626,086
Add Value Machine	\$248,903
Third Party Distributor	\$276,304
Total	\$2,301,543

Share of Monthly Sales of TransLink Value by Distribution Channel



- The spike in sales volume during April 2009 is due to BART's conducting a revenue cycle test that required more than \$1,156,700 in e-cash and BART High Value Discount (HVD) Ticket value to be loaded to test cards via Autoload.



3. System Implementation



VTA and SamTrans Equipment Installation

- Cubic has completed the SamTrans prototype equipment installations, and MTC/SamTrans have approved the As-Built documents. Onboard equipment installation is tentatively scheduled to begin September 28th.
- Gillig has begun production of new buses for SamTrans. Wiring for TransLink devices will be installed on the assembly line. This will expedite the process for installing TransLink card readers and driver consoles on the new vehicles.
- Cubic has completed the prototype equipment installations at VTA and has begun submitting the As-Built documents. VTA and MTC are now reviewing the documents and will inspect the prototype installations. Pending approvals, on-board equipment installation is tentatively scheduled to begin in early to mid October.
- VTA network configuration is ongoing and will be available prior to onboard equipment installation.



Site Preparation

- SamTrans is preparing to solicit bids for the site preparation work at its four bus yards. A walk-through was conducted at North Base, where all onboard equipment installations will be conducted. A temporary wireless network has been installed in the installation area for equipment installation testing.
- Installation of the AT&T circuit at SamTrans North Base is complete.
- VTA is finalizing site preparation and network configuration at their three bus yards.
- A walk-through is planned for the VTA Light Rail Vehicle (LRV) station site preparation since it took place quite a while ago.

- **VTA:** Cubic and MTC met with VTA staff August 26th to schedule pilot sessions. Training materials are currently under review by VTA staff. Comments are due October 9th. Following review of VTA comments, pilot sessions will be scheduled for this fall.
- **Direct Training:** SamTrans and VTA are currently determining which modules will require direct training from Cubic staff





Marketing & Distribution Activities

- BART and Caltrain are recruiting customers to provide feedback on their experiences using TransLink.
 - Usage of TransLink on these systems is not limited to these customer groups – existing and other new customers are welcome to use TransLink on BART and Caltrain.
- SFMTA is conducting outreach events in Muni Metro stations during the week of August 24th
- SFMTA is also conducting outreach to employers, senior citizen organizations and the Mayor's Office on Disability
- Golden Gate Transit continues to promote TransLink to customers who had been buying ticket books, which have been discontinued.
- AC Transit is conducting more tabling events to target transbay riders.



Additional logos will help identify TransLink readers on Caltrain platforms.



Marketing & Distribution Activities

- The TransLink Direct Benefits website is complete and ready for pilot participants.
 - This program will give employers and employees the ability to manage their transit benefits directly with TransLink.
 - MTC, Cubic and the transit agencies are coordinating to transition current clients of the RTCC ticket sales program to TransLink Direct Benefits in the fall.
 - The program will be announced to the broader public at the beginning of 2010.
 - A series of enhancements (online balance and transaction histories, ability to use multiple funding sources, etc.) also are in development and will be phased in over the next year.
- Retail sales continued to grow, with \$256,698 of sales in July – a 18% increase over the previous month and a 64% increase over January 2009.
 - Sales at the top 10 merchants – eight of which are Walgreens – accounted for 42% of total sales.
 - Retail card sales also peaked, with 1,074 cards sold in July.



TransLink® Integration Programs

Operator	Description	Status
BART	Integration of TransLink® functionality into existing ticket vending machines	Software has been exchanged and testing is in progress. Completion expected mid 2010.
Golden Gate Ferry	Introduction of new faregates/vending machines with TransLink functionality	Golden Gate is considering a procurement of ticket vending machines similar to the equipment planned for SFMTA.
SFMTA	Replacement of existing faregates and ticket vending machines with new TransLink-compatible equipment	MTC is in the process of executing a change to the TransLink Contract enabling deployment of new equipment for SFMTA's Metro system.
VTA/Caltrain	Integration of TransLink functionality into existing ticket vending machines.	Pre-award of manufacturing contract underway. Finalizing design for procurement.
SFMTA Parking	Introduction of TransLink as payment option at up to five SFMTA-operated parking garages	USDOT has given permission to extend start of the pilot until December 31, 2010. Cubic and SFMTA's parking garage contractor are exchanging technical details regarding the program.



4. Program Financial Summary



Recent TransLink® Contractor Invoices*

Invoice No.	Cost Description/Milestone	Date Received	Invoiced Amount	Total Amount Approved	Approval Status
50085927	Replacement of Damaged TDS Equipment	7/2/2009	33,806.75	33,806.75	Approved
50085928	Cardholder Materials per CO 87	7/2/2009	3,085.22	3,085.22	Approved
50085929	SAS 70 Type I and II Audits	7/2/2009	94,500.00	94,500.00	Approved
50085952	Training - June 2009	7/2/2009	2,736.07	2,736.07	Approved
50085953	TDS Store: 4 Units	7/2/2009	88,248.98	92,461.35	Approved
50085954	2nd Quarter 2009 Vandalism Invoice	7/2/2009	4,582.67	4,582.67	Approved
50085977	Progress Payment Due to ERG at TransLink Contract Assignment	7/2/2009	476,008.44	476,008.44	Approved
50085807	Phase 2.3 Muni RR Punchlist 120 Days	7/6/2009	40,776.32	40,776.32	Approved
50085809	Phase 2.3 Caltrain RR Punchlist 90 Days	7/6/2009	40,776.32	40,776.32	Approved
50085810	Phase 2.3 Caltrain RR Punchlist 120 Days	7/6/2009	40,776.32	40,776.32	Approved
6900-1	TSB Activities - June 2009	7/15/2009	585,668.75	582,151.38	Approved
6900-2	TransLink Website Content Changes - June 2009	7/15/2009	3,030.28	3,030.28	Approved
I200066249	TransLink Website Content Changes - July 2009	8/12/2009	5,249.27	0.00	
I200066362	TSB Activities - July 2009	8/17/2009	668,103.96	668,103.96	Approved
I200066388	Printing of TransLink Brochures - Aug 2009	8/19/2009	2,235.26	2,235.26	Approved
Total				2,085,030.34	

*The table above shows operating and capital invoices submitted to MTC by TransLink Contractor in the past two months.



Summary of Phase II TransLink® Contract Capital Costs*

Phase II TransLink® Contract Capital Costs by Fiscal Year

Fiscal Year	Design	Implementation	TransLink® Cards	Equipment	Other	Total
FY 2002-03	\$581,500	\$1,584,958	\$0	\$0	\$3,200	\$2,169,658
FY 2003-04	\$621,273	\$1,011,519	\$0	\$3,085,125	\$0	\$4,717,916
FY 2004-05	\$2,047,522	\$1,136,406	\$1,502,838	\$46,565	\$0	\$4,733,331
FY 2005-06	\$1,371,865	\$194,058	\$0	\$133,750	\$0	\$1,699,672
FY 2006-07	\$2,644,946	\$908,733	\$17,391	\$3,696,265	\$10,700	\$7,278,036
FY 2007-08	\$1,183,540	\$526,273	\$44,625	\$205,631	\$0	\$1,960,069
FY 2008-09	\$1,568,899	\$5,615,302	\$548,668	\$8,175,387	\$0	\$15,908,257
FY 2009-10	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$10,019,545	\$10,977,249	\$2,113,522	\$15,342,723	\$13,900	\$38,466,939

Notes:

1. Amounts for FY 2006-07, FY 2007-08 and FY 2008-09 do not reflect withholding of 25% of payments after April 26, 2007 because the full amount will be due to Contractor when Contractor achieves required milestones.
2. This table previously included maintenance costs, but as of FY 2007/08 MTC has moved this expense from the capital costs to the operating costs.

*The table above shows all Phase II TransLink Contract capital costs by fiscal year. This table does not include capital costs not paid under the TransLink Contract, e.g. consultant costs and transit agency funding agreements.



TransLink® Service Bureau Operations Payments*

Phase II TransLink® Service Bureau Activities Costs by Month*

Invoice Description	Total Amount Paid	Estimated MTC Share	Estimated Transit Agency Share	Notes
TSB Activities - FY 2006/07	\$2,768,230	\$2,722,179	\$46,051	25% withheld beginning with March 2007 invoice
TSB Activities - FY 2007/08	\$4,668,835	\$4,451,138	\$217,698	25% withheld on all invoices for fiscal year
TSB Activities - July 2008	\$402,605	\$377,926	\$24,679	25% withheld
TSB Activities - August 2008	\$451,007	\$424,320	\$26,687	25% withheld
TSB Activities - September 2008	\$458,282	\$419,225	\$39,057	25% withheld
TSB Activities - October 2008	\$455,534	\$426,581	\$28,953	25% withheld
TSB Activities - November 2008	\$443,431	\$418,987	\$24,443	25% withheld
TSB Activities - December 2008	\$458,773	\$424,477	\$34,296	25% withheld
TSB Activities - January 2009	\$469,166	\$435,502	\$33,664	25% withheld
TSB Activities - February 2009	\$458,386	\$426,513	\$31,874	25% withheld
TSB Activities - March 2009	\$484,111	\$445,309	\$38,802	25% withheld
TSB Activities - April 2009	\$484,293	\$437,873	\$46,420	25% withheld
TSB Activities - May 2009	\$585,343	\$543,615	\$41,728	
TSB Activities - June 2009	\$582,151	\$437,874	\$45,996	
TSB Activities - July 2009	\$668,104	\$614,547	\$53,557	
Total	\$13,838,251	\$13,006,066	\$733,904	

Notes:

1. The TransLink Contract includes price escalation factors to account for inflation. The TransLink Contractor originally submitted invoices for the period November 2006 (when Revenue Ready for Phase II was achieved) through April 2009 that did not reflect this price escalation. MTC and the TransLink Contractor recently approved the escalated price schedules for this period, and the amounts listed above have been updated to reflect this price escalation through the end of FY 2008/09.
2. Costs for FY 2009/10 are subject to change due to retroactive price adjustments.

*As of September 3, 2009



Drawdown of TransLink[®] Incentive Fund by Operator

	AC Transit	BART	Caltrain	GGBHTD	SFMTA	VTA	Total
TransLink Incentive	\$862,227.00	\$2,128,017.00	\$484,745.00	\$634,239.00	\$2,327,504.00	\$683,271.00	\$7,120,003.00
Total Share of Phase II Operating Fees as of July 2009¹	\$272,118.85	\$23,492.05	\$273.47	\$391,868.58	\$46,151.04	\$0.00	\$733,903.99
Remaining TransLink Incentive Credit	\$590,108.15	\$2,104,524.95	\$484,471.53	\$242,370.42	\$2,281,352.96	\$683,271.00	\$6,386,099.01

(1) These amounts are subject to change pending the resolution of TransLink Contractor claims and retroactive price adjustments.

When the TransLink program reached Revenue Ready for Phase II, the monthly program operating costs became the shared responsibility of the members of the TransLink Consortium, in accordance with Appendix A of the TransLink Interagency Participation Agreement (IPA). MTC has also agreed to assist the operators with Phase II operating costs up to a set dollar amount, which is typically referred to as the “TransLink Incentive.”

The table above identifies the TransLink Incentive amounts for six participating transit operators and the amount that each agency has drawn down since Phase 2.2 Revenue Ready.

Please note that TransLink Contract includes price escalation factors to account for inflation. The TransLink Contractor originally submitted invoices for the period November 2006 (when Revenue Ready for Phase II was achieved) through April 2009 that did not reflect this price escalation. MTC and the TransLink Contractor recently approved the adjusted price schedules for this period, and MTC has updated the amounts above to reflect the adjusted prices.



TransLink® Contract Change Orders Executed Under MTC's Authority in FY 2009-10

None in the current fiscal year.

The TransLink Interagency Participation Agreement specifies that MTC has delegated authority to execute change orders to the TransLink Contract where the value of the change order is less than or equal to \$250,000.



5. Systems and Operations Data



TransLink® Device Performance

The TransLink® Service Bureau Help Desk opens maintenance tickets in response to incident reports originating from system monitoring tools or communications from TransLink Contractor, MTC or transit operator staff. Maintenance tickets are chargeable if a device fails to perform its designated function, or meet its performance criteria, when being used and operated according to the environmental and operational conditions specified for the device.

Table 1: Number of Chargeable Maintenance Tickets per Operator by Device Type – August 2009

Device Type	Total Device Quantities	AC Transit	BART	Caltrain	Golden Gate Transit/Ferry	SFMTA	Total Included Calls
CID1	3,608	36	N/A	N/A	11	78	125
CID2	186	N/A	N/A	0	1	0	1
CID3	27	N/A	N/A	N/A	N/A	0	0
AVM	52	2	N/A	N/A	2	1	5
TOT	27	1	0	0	2	0	3
HCR3	436	0	0	2	0	4	6

Figure 1: Number of Chargeable Device Tickets during Prior Three-Month Period (Not Including CID1 Tickets)

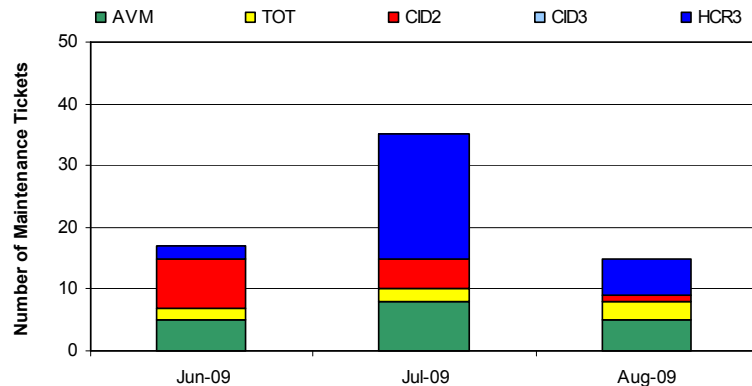
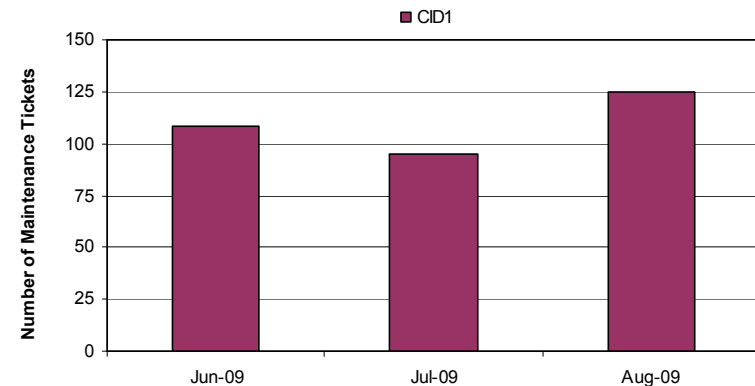


Figure 2: Number of Chargeable CID1 Tickets during Prior Three-Month Period





Transaction Volume

Figure 3: Average Weekday TransLink Ridership during the Previous 52-Week Period

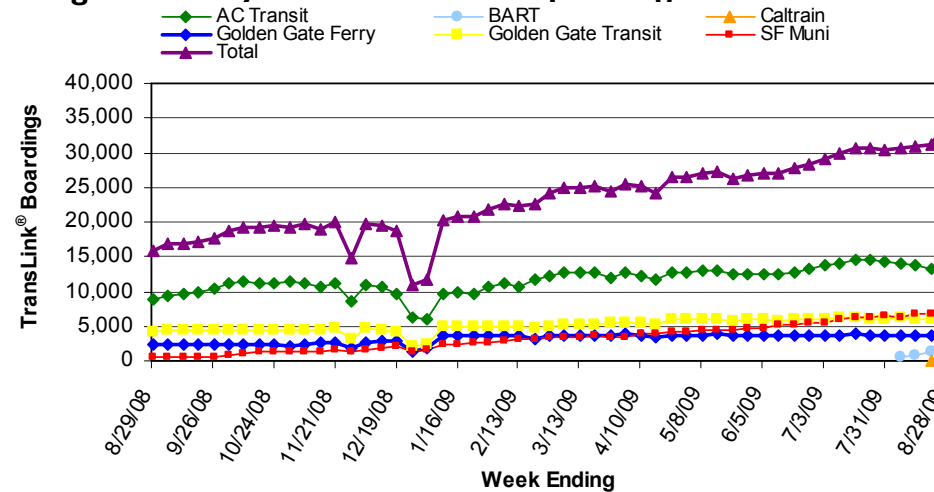
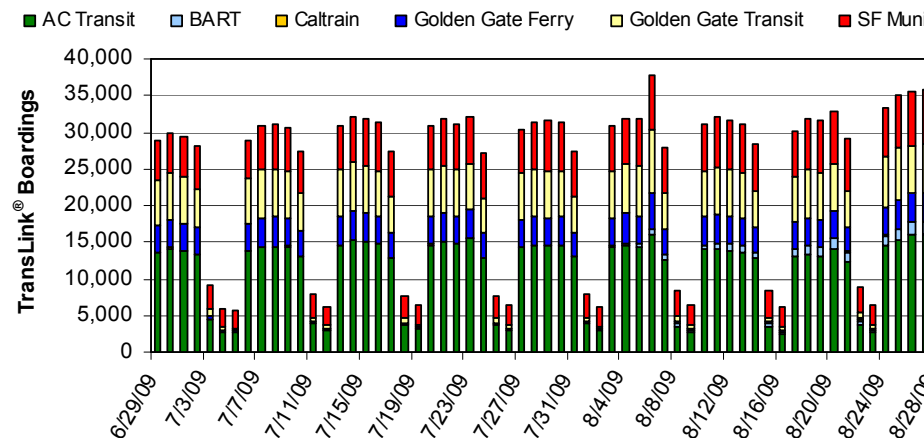


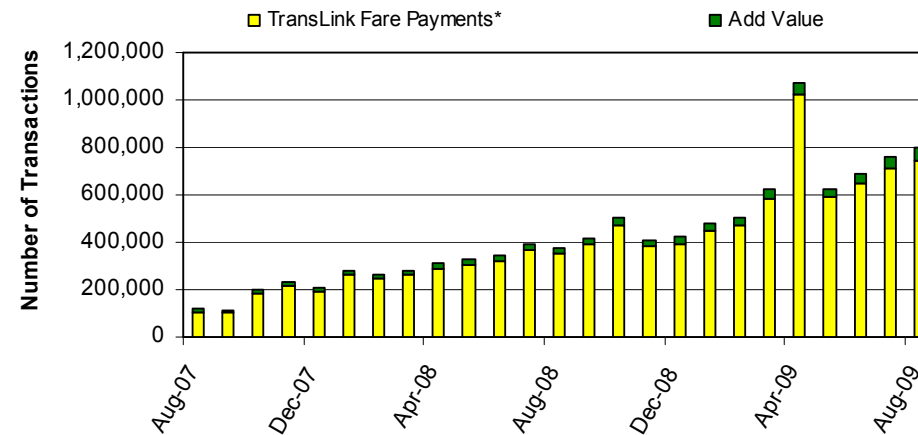
Figure 4: Daily TransLink Ridership by Operator over a Rolling 60-Day Period



Note: The TransLink Contractor is still investigating the unexplained spike in ridership on August 6. The calculation of average weekday boardings for week ending August 7 excludes the August 6 ridership data.

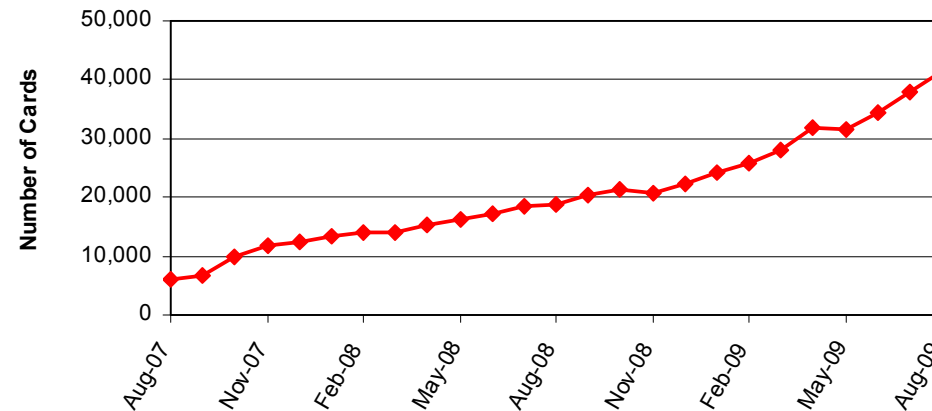
Transaction Volume

Figure 5: TransLink Fee-Generating Transactions on a Monthly Basis



- Spikes in activity volume during April 2009 are due to BART's conducting a revenue cycle test that involved 420,903 fare payment transactions and 13,172 add value transactions using approximately 2,200 test cards.

Figure 6: Number of Unique TransLink Cards Used on a Monthly Basis





TransLink® Card Inventory

Table 2: TransLink Service Bureau (TSB) Phase II Card Distribution Activity⁽¹⁾

Card Distribution Period	Adult/Youth Cards ⁽²⁾	Senior Cards	RTC Discount Cards	Total
Cards Distributed Prior to January 2007	15,640	504	3	16,147
January to December 2007	16,725	68	22,512	39,305
January to December 2008	46,387	1,356	34,959	82,702
January 2009	6,057	2	2,941	9,000
February 2009	1,853	4	0	1,857
March 2009	4,352	2	4,464 ⁽³⁾	8,818
April 2009	9,717	505	4,451	14,673
May 2009	6,140	22	6,388	12,550
June 2009	3,371	9	0	3,380
July 2009	5,841	253	2,954	9,048
August 2009	10,153	3	5,919	16,075
Cumulative TSB Card Distribution	126,236	2,728	84,591	213,555
Unusable Cards (Due to Defects)	879	15	0	894
Current TSB Phase II Card Inventory⁽⁴⁾	131,851	56,603	28,722	217,176

⁽¹⁾Includes: cards to transit agencies, third party vendors and patrons as well as test cards.

⁽²⁾Adult & Youth cards: both fare categories use the same cardstock.

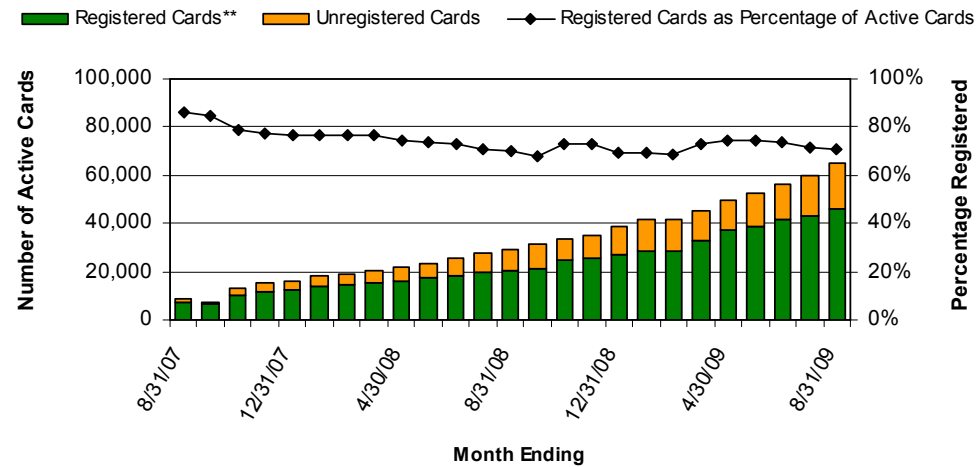
⁽³⁾Includes 1,523 cards for BART cycle test.

⁽⁴⁾These numbers are now based upon a physical count of the card inventory that was recently completed by Cubic.



TransLink® Card Management

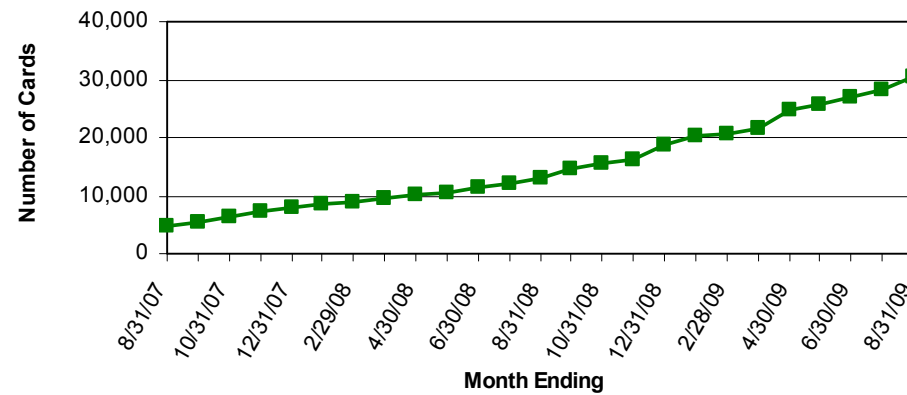
Figure 7: Number of Active* TransLink Cards in Circulation



*Active cards are those that customers have used to complete a transaction during the previous 365-day period.

** A registered card has patron identification information associated with it in the TransLink Service Bureau database. Only registered cardholders can take advantage of features such as Autoload and TransLink Balance Restoration.

Figure 8: Cumulative Number of Cards Registered for Autoload





TransLink® Financial Activity

Figure 9: E-Cash Value Added by TransLink Cardholders on a Monthly Basis

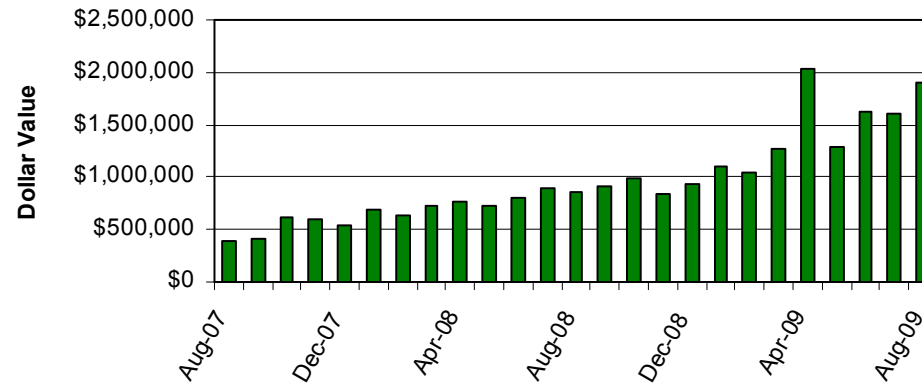
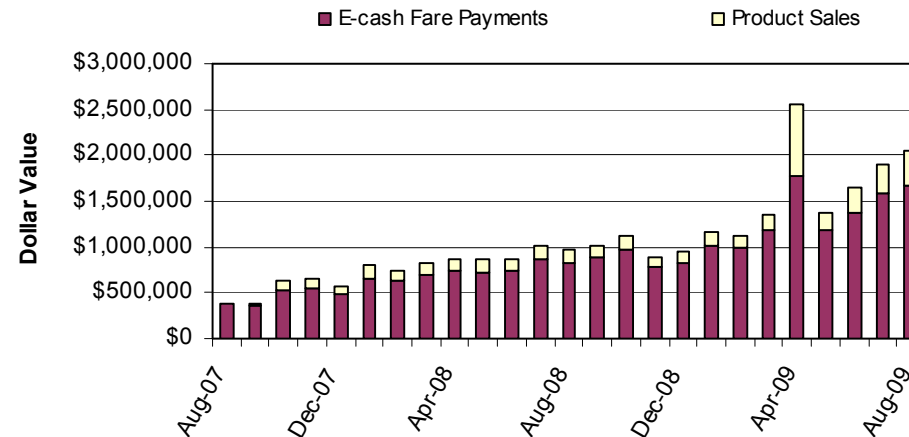


Figure 10: TransLink Operator Revenue on a Monthly Basis



- Spikes in activity volume during April 2009 are due to BART's conducting a revenue cycle test that involved 420,903 fare payment transactions and 13,172 add value transactions using approximately 2,200 test cards.



TransLink® Bank Account Balances

Table 3: TransLink Bank Account Balances During the Previous 6-Month Period

Month End	TransLink® Float	TransLink® Cardholder Fees	TransLink® Participation Claim Fund (PCF) ¹	Walgreens Settlement
March 2009	\$1,460,246	\$151,695	\$60,317	\$124,767
April 2009	\$1,610,057	\$162,015	\$68,563	\$111,715
May 2009	\$1,835,836	\$171,235	\$76,093	\$137,469
June 2009	\$1,987,075	\$181,915	\$83,061	\$59,070
July 2009	\$1,926,612	\$191,300	\$88,600	\$106,928
August 2009	\$2,048,311	\$196,050	\$93,229	\$43,531

1. If a fare payment transaction gap is not closed within a 21-day period, the e-cash value associated with the gap is moved from the Float Account to the PCF. Operators may file claims on the PCF at any time.



Appendix

Abbreviations

- **AVM** Add Value Machine
- **BNA** Bank Note Acceptor
- **CD** Configuration Data
- **CID** Card Interface Device
- **CIMS** Consortium Information Management System
- **CIPP** Card Initialization, Printing and Personalization
- **FACI** First Article Confirmation Inspection
- **FAT** First Article Testing
- **FRB** Failure Review Board
- **HCR** Hand-held Card Reader
- **IIIT** Interface and Integration Inspection and Testing
- **IIT** Installation Inspection and Testing
- **KPI** Key Performance Indicator
- **MASS** Multiple Application Smartcard System
- **MTBF** Mean Transactions Between Failures
- **MOHBF** Mean Operating Hours Between Failures
- **OBE** On-Board Equipment
- **OCMS** Operations, Configuration and Management System
- **OFS** Off-Line Server
- **OLS** On-Line Server
- **OWS** Operator Work Station
- **PIO** Public Information Officer
- **RCDA** Referential Configuration Data Administrator
- **SAM** Security Access Module
- **TCS** TransLink Central System
- **TDS** TransLink Data Server
- **TSB** TransLink Service Bureau
- **TOT** Ticket Office Terminal
- **TRU** TransLink Retail Unit
- **UD** Usage Data



Definitions

- **Future CD** Configuration Data that is deployed on a date prior to the planned effective date to facilitate deployment to devices that may not connect to the network on a daily basis. The CD does not activate until the planned date is reached.
- **Acceptance Testing** This testing is conducted in stages as required in the Contract to verify that the equipment meets the specified reliability requirements. It will be carried out immediately after Conditional Acceptance for all of the 2.3 Operators.
- **Launch** TransLink is introduced as a fare payment option to riders.
- **Soft Launch** Approach to introducing TransLink as a fare payment option where all aspects of the system are available to customers, but a transit operator engages in very limited marketing activities. The purpose of a soft launch is to analyze the system's performance prior to widely publicizing the system's availability.
- **Punch List** With respect to the TransLink system, the Punch List is a collection of issues not completely addressed by Contractor prior to Revenue Ready. Each item is agreed to by MTC and respective operator(s) affected and includes a date by which Contractor will complete the work necessary to resolve the issue.
- **Pass Accumulator** A product with a set duration and set price that accumulates the value of designated travel taken until the product price is reached within the set duration. After the product price is reached, no more charges are incurred until the end of the set duration is reached.
- **Revenue Ready** As defined in Article 8.2, Part I of the TransLink Contract, MTC will issue one Certificate of Revenue Ready Status for each Phase II Operator when Contractor has complied with the Contract requirements in the following areas:
 - All equipment has been installed and the Installation Inspection and Testing, as required under Volume B, Statement of Work, Section B4-4.3 has been completed;
 - Contractor has hired all personnel designated for the operations and maintenance of the particular Phase in Contractor's Program Implementation Master Plan required under Volume B, Statement of Work, Section B4-4.1.1;
 - Contractor has completed all of its contractual training obligations required by Volume B, Statement of Work, Section B4-4.6.